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*Revised*

29 April 1969

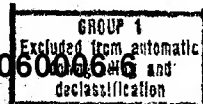
MEMORANDUM FOR: Deputy Director for Support  
THROUGH : Chief, Support Services Staff  
SUBJECT : Chairman's Report on the Records Board

1. The Board's quarterly report attached includes a concept proposing a microform records policy for the next ten years that seriously alters the hard copy policy of the past nineteen years. This transmittal briefly explains that concept and two-phase transition in paragraphs 4 and 5 below.

2. Further, it is important to take this opportunity to specify that the attached report is provided by the Board about its progress and its proposals. Likewise, we must appreciate that the Board was established to accomplish the purging of records in storage and to study records problems. In that role the Board is a collection of workers who need to be needled and persuaded in accordance with their personalities, local supervisors, and the Agency's policy of "need to know" and decentralized programs. The members are primarily occupied in getting their jobs done and think they are doing that with results that are better than can be expected and that their accomplishments are not understood. They are not Inspector General analysts doing a self critique. An unpublished, critical analysis of the Records Program Agencywide was done for the I. G. by [REDACTED] in 1965. As I proposed 25X1A last year another survey of the Records Program can and should be done by an outside consultant or an objective third party, but cannot be expected from the Board of Officers with a vested interest in the Program's operation.

3. Concerning the two phases of the concept being proposed, it utilizes first the modern technology of records storage equipment and then of microforms to provide greater storage capacity in lieu of constructing a Records Center addition. Past efforts to provide storage included an addition to the Records Center in 1957, a five-

**SECRET**



**SECRET**

year campaign (FY 1963-67) that purged 55,000 cubic feet from the Records Center, tightened rules for deposits (1964), and arrangements for 60,000 feet of GSA space (which GSA later shrank to a temporary 25,000). The Agency storage policy was based on the Federal policy for providing the cheapest storage possible with fast, efficient reference service using hard copy stored in an economical, out-of-town Records Center.

4. With the Agency Records Center filled to capacity, the first and immediate action recommended is based on four years of shelving research by [REDACTED] of my Staff. During the last two years he has installed and tested four manual units of movable shelves in the Agency. Equipment developments in the last year added motors to this type shelving and installations are being considered by NPIC and RID. We believe motor driven units costing \$860,000 can be successfully used in the Records Center to increase its capacity by more than 40,000 cubic feet. Such an approach is advisable because it will require no additional personnel after installation. Economically, motorized shelving may be compared with construction cost of some \$600,000 to house 40,000 cubic feet or microfilming costs of about \$800,000 and 47 positions to film that volume in three and a half years. Further this motorized shelf installation will provide the six-year storage capacity necessary during our next phase which is conversion to microforms.

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5. Modern microfilming, communications links, data processors, and remote terminals have set the stage for better miniaturized records equipment and systems. But, there is now growing the even more important willingness, by management and the user, to explore and accept new types of information media. Consequently, I believe the Agency can in the next six years successfully convert from the hard copy media to the several miniaturized systems now available. Eventually, these systems and media can be expeditiously transformed into the more miniaturized and faster records systems of the future.

6. Component use of any of today's microforms (microfilm, microfiche, apperature cards, and the PCMI/150 to 1/supermicroform) is progressing much as have other new developments in the Agency. Components that are imaginative, resourceful, and aggressive have initiated action. Since there is no totally applicable microfilm system and no serious incompatibilities among the various types of microforms today, the different, minor inconveniences can be tolerated in local operations and their independent development can

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be encouraged without great concern. But the large publications and documents that cross Directorate and Agency jurisdictions require serious coordination and planning controls. The Board members feel their loyalty and limited expertise require them to assist their own offices in establishing small, local, independent microform systems. I am compelled to agree and have suggested instead that a Panel be created of high-level, microfilming experts from each Directorate, Printing Services, and the Office of Research and Development to study developments in the field of microforms, to identify useful microfilming equipment, and to recommend certain standards and systems to be used by the large producers of intelligence publications.

7. Finally, like the automation world, microform technology requires specialized training for personnel at every level from the clerk, through the using analyst, on up through all levels of management. Again, the alert individuals in the Agency are already well along in this needed training, whenever and wherever they can find it. The Agency should not wait, it must establish a requirement in the Office of Training to provide much more in this field of microfilm use, whether at internal or external courses.

8. Preparation of the attached Board report is an excellent example of the problem of Directorate loyalties among the members. In the past we have reported that the 102,000 cubic foot-volume of records at the Center comes proportionately from each Directorate (DDI--43,000; DDP--23,000; DDS--22,000; DDS&T--5,000; DCI--1,000 and Archives--8,000). I was rebuffed in my effort to change this presentation and show that 71% of the total volume comes from only five components (RID--21,000; OBGI--20,000; Finance--12,000; CRS--11,000; and NPIC--7,000). I asked the Board to request Top Management to focus its attention on those five for serious corrective action. I felt greater time and effort should be given these five areas and to a lesser degree some eight smaller offices. The remaining 46 depositing components contribute less than ten percent of the volume in storage and deserve much less concern and time. The members explained the mitigating circumstances at length and reported in detail the conscientious efforts each of these major areas is making and they insisted that these five should not be singled out. Later, additional evidence was given the Board showing these same five areas also had more than half the volume of records now in the Headquarters buildings. I am convinced that such large problem areas should have a total Records

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Management Programs with two and three high-level Records Officers rather than a partial program by a low-grade, part-time, title holder with other "primary" duties. Only in the 46 areas with small records holdings can we afford to permit a partial effort in records management.

9. At the insistence of the members concerning the mitigating circumstances, the Board report calls for strengthened Programs overall but excludes specific emphasis. I have included it here and have attached the details because I feel they are serious enough to deserve your time, attention and action. My staff and I shall persist in applying pressure in these areas but I believe the Executive Director-Comptroller should request a formal response from the DDI as to the status and progress of Records Management in DDI/OBGI, CRS, and NPIC; also from the Director of Finance; and from DDP/RID. The reports received by the Chairman from various administrative officers concerning the records problems have been quite expansive with explanations and promises but limited in results. The DDP Board member is especially concerned to explain: DDP has a superior Records Program and CS Records Committee with the DDP himself as chairman. The member insists the one large CS central file and the large Records Center deposits from RID should be understood to represent the holdings of the entire Directorate and the total volume is somewhat disproportionate when compared as one Office. Nonetheless, I feel RID is responsible for the Headquarters and Records Center volumes and is in fact one point upon which we must focus if we expect better results in every Directorate.

10. In conclusion, I believe, the attached Board report of progress is good as the removal of 13,064 cubic feet indicates. The Agency's work and production are equally good as the new accessions of 10,750 cubic feet indicate. The reported increased effort in several areas to manage Agency records is encouraging and is as beneficial as the 1,534 cubic feet drop in new deposit volumes indicate. Unfortunately, even the increased effort is not equal to the enormity of the records problems and volumes shown in the report. Hence, the Board's proposals appropriately call for an immediate solution via motorized shelving, followed by massive microfilming programs, with simultaneous strengthening of Agency Records Management.

11. I believe the Board's work and contributions are sufficiently valuable and constructive to warrant its continuance. The original concept of the Board as I understood it was a body of senior (at least GS-14's) management professionals, knowledgeable of records systems,

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that would supervise the Directorate and DCI area programs full time, and would meet with the Board to study and propose solutions to Agency records problems. Unfortunately, the members today have other duties, have no staffs, and are unable to provide their own time or other staff assistance for research and studies into records management problems. The Board could serve well as a systems developmental sounding board or a vehicle to coordinate and implement management efforts for all types of records systems, be they automated, microfilmed, photographed, taped, laser-beamed or just old fashioned paper. With or without the Board my Central Staff and Records Center continue their contacts with individuals actively concerned with any phase of records management.

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Chairman  
Records Management Board

Attachments:

1. Major Records Holding in the Agency
2. Records Management Board Report

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